

# County of Santa Clara

Social Services Agency

333 West Julian Street  
San Jose, California 95110-2335



**DATE:** March 1, 2016

**TO:** Board of Supervisors  
Jeffrey V. Smith, County Executive  
Gary A. Graves, Chief Operating Officer

**FROM:** Robert Menicocci, Agency Director

**SUBJECT:** Off Agenda Report relating to the Child Abuse and Neglect Center

## **BACKGROUND:**

The Social Services Agency (SSA) and the Department of Family and Children's Services (DFCS) are committed to the goal of answering 100% of Child Abuse and Neglect (CAN) Center calls. Since the initial Harvey Rose Management Audit in October 2013, the DFCS has worked diligently to address related topics toward the shared goal of improved operations at the CAN Center.

Progress to date is documented in previous reports submitted to the Board of Supervisors and the Finance and Government Operations Committee (FGOC) demonstrating improvements from 59% of calls answered in 2013; to 79% in 2014; to 91% in May 2015; and 91% for week ending February 27, 2016.

During the FGOC meeting on February 11, 2016, there was discussion of the "% of Calls Answered", which showed in the Committee's report as a drop to 86%. The responses are included in this Off-Agenda report.

## **CAN CENTER REPORTS:**

The Board of Supervisors receives reports tracking progress of the CAN Center toward the goal of answering 100% of calls:

The weekly SSA IS Dashboard Report, "CANC Reporting Call Stats";

The monthly DFCS Report, "DFCS CAN Center & Referrals Monthly Statistical Summary"; and

## **The periodic Management Audit Report, "Analysis of the 12-Month Period"**

Although these reports are formatted differently, they all include data on calls routed through the Cisco Unified Intelligence Center (CUIC). Details on those data and comparisons across each of these reports are included in the attached documentation.

### **ANALYSIS AND UTILITY OF CAN CENTER REPORTS:**

The SSA is committed to answering 100% of calls at the CAN Center and the weekly dashboard has become the performance standard to measure the percent of calls answered. The other two reports included in the list above will be informed by the data used in the weekly dashboard.

The SSA IS and the DFCS have evaluated the current or "As-Is" process at the CAN Center and are currently making steps in the future or "To-Be" process to better support efforts to answer 100% of calls. While the current business process is being revised, the CAN Center staff remains dedicated to responding to all calls received, including voicemail messages. Therefore, while it is anticipated that voicemail will become unnecessary, in the interim the dashboard will include the percent of calls answered and voicemails with contact. This shows the calls that are successfully answered and responded to by screening social workers. By understanding the types of missed calls, the CAN Center will be better able to modify business processes to decrease their number.

### **JANUARY PERFORMANCE DATA:**

As the CAN Center reporting tools were refined, additional data elements were added, changing the methodology used in reporting. January data did not reflect this change, which does not allow for direct comparisons to information based on preceding monthly data assumptions. Future reporting will align data elements across reports.

### **STAFFING:**

When fully staffed, the CAN Center will have 25 screening social workers to answer calls and five clerical staff to provide support. The support provided by clerical staff will ensure social worker time is maximized for answering calls and other associated activities requiring a social worker's expertise.

The CAN Center anticipated to be fully staffed at the end of February. Currently there are two Social Worker vacancies, one due to recent promotion, with all of the five clerical positions filled.

To inform the impact of CAN Center staffing on calls answered, the SSA will analyze the hours worked for positions available to answer phones. Reviewing data from timecards provides an understanding of the number of hours that social workers were available to answer phones, the number of hours for time off, and the number of hours spent in

training. This timecard data is being evaluated for inclusion in the dashboard data, for regular weekly and monthly reporting.

**NEXT STEPS:**

The DFCS will apply staffing data to the Cisco Unified Intelligence Center (CUIC) analysis of calls answered using dates that are consistent with the pay periods that are included with timecard data. This analysis will employ the same calculation methodologies used for the weekly CAN Center dashboard to show the percent of calls answered. The SSA will update the current dashboard with these data. Dashboard data will continue to be shared on a weekly and monthly basis to ensure all stakeholders are informed of progress toward answering 100% of CAN Center calls.

If you have any questions please contact Dana McQuary at (408) 755-7768 or via email at [dana.mcquary@ssa.sccgov.org](mailto:dana.mcquary@ssa.sccgov.org).

**Cc:** Lori Medina, Director, Department Family & Children Services

## **Data Report Details as of March 1, 2016**

### ***CANC Reporting Call Stats***

The CAN Center Weekly Dashboard provides statistics directly from CUIIC, as well as manually calculated outcomes for voicemail messages. It evolved from the monthly DFCS report and the periodic Management Audit Report. Since both reports also rely on CUIIC data, the SSA intends to use the weekly dashboard as the standard to provide a consistent performance measurement. Future monthly DFCS reports will reflect the data included in the CANC Weekly Dashboard. Additionally, the DFCS provides CUIIC data to the Management Audit Division for their report, and the dashboard is distributed to them each week. The DFCS, SSA IS, and the Management Audit Division helped to inform the calculation methodologies used in this report.

### ***Background***

On November 5, 2015, the FGOC requested a weekly dashboard of the CAN Center call performance. As a result, SSA IS developed the weekly dashboard with data extracted from CUIIC, and since December 21, 2015, the dashboard has been automatically e-mailed every Monday. The dashboard has been evolving as feedback is received, with additional data elements added to ensure that the report is as comprehensive as possible in the management of CAN Center performance.

A feature that is unique to this report is that it provides data for the most recent week, the previous month, and up-to-date information for the current month. The first four tables in the dashboard use the same formulas to calculate percent of calls answered. However, each table provides data for a different time period. These time periods include:

- Call Stats For the Prior Week – All incoming calls through CUIIC that occurred in the week prior to the report being generated. The week is defined as the calendar week.
- Call Stats for Current Month (Cumulative) – All month-to-date incoming calls through CUIIC that occurred in the current month. The month is defined as the calendar month. Call Stats for the Prior Month – All incoming calls through CUIIC that occurred in the full month prior to the report being generated.
- Call Stats for the Prior 12 Months – All incoming calls through CUIIC that occurred in the 12 months prior to the report being generated. Since the weekly dashboard report was first submitted on December 21, 2015, this table will only include data from January 2016 onward as it does not include a full month of data from December 2015. Additionally, the dashboard provides data for English, Spanish, and Vietnamese calls, as well as the outcomes for calls with the voicemail option selected. It was recently enhanced to include graphical representation of call volumes and call handling by the CAN Center

by day of the week and time of day. Other information is also available for the prior month.

The DFCS and SSA IS are currently working together to enhance the weekly dashboard to include other important information such as staffing levels, Joint Response (JR) calls, and After Hours Program calls. Additionally, the DFCS will continue to explore ways to enhance the dashboard with any pertinent data to present a comprehensive picture of the CAN Center's performance.

### *Terminology Defined*

Important terms in this report include:

- **Answered** – All CUIC calls directly answered by a screening social worker.
- **Voicemail Selected** – All CUIC calls with the voicemail option selected including three different outcomes, which are manually added:
  - **Voicemails with Contact** – A voicemail message was left and a screening social worker successfully returned the call with direct contact.
  - **Voicemails with No Contact** – A voicemail message was left and after three attempts, the screening social worker was still unable to return the call and make contact.
  - **No Voicemail Left** – Calls with voicemail option selected, but no message was left for screening social workers to respond to.
- **Abandoned** – All CUIC calls when a caller hangs up the phone before the call can be answered by a screening social worker and no voicemail option is selected.
- **Total Incoming Calls** – All CUIC calls including: Answered, Voicemail Selected, and Abandoned.
- **Total Answered and Voicemail with Contact** – All CUIC calls that were answered or responded to by a screening social worker including: Answered and Voicemails with Contact.
- **Number of Calls Missed** – All unanswered CUIC calls that were not directly answered and voicemail messages that were not successfully returned despite three follow-up attempts including: Voicemails with No Contact, No Voicemail Left, and Abandoned.



## Calculation Methodology

Using the most recent weekly dashboard as an example, this section will explain how some of the calculations are made. The dashboard example that follows was generated for the week of February 14, 2016 to February 20, 2016. Red letters were inserted above each column for easier reference.

**Figure 1:  
Weekly Dashboard Example**

Generated on 2/22/16

**CANC Reporting**  
Call Stats For the Prior Week - 2/14/16 - 2/20/16

Developed by: SSA- IS

| Call Type        | Ans | VM Selected | Aban | Total Incoming Calls | VM Selected | VM Ret (2) | VM w/ Cont. | VM No Cont. | No VM Left | Total Ans & VM w/ Cont. | % Ans & VM w/ Cont. | No. of Calls Missed (3) | % Ans   | % To VM | % Aban | % Total |
|------------------|-----|-------------|------|----------------------|-------------|------------|-------------|-------------|------------|-------------------------|---------------------|-------------------------|---------|---------|--------|---------|
| English Queue    | 207 | 13          | 4    | 224                  |             |            |             |             |            |                         |                     |                         | 92.41%  | 5.80%   | 1.70%  | 100.00% |
| Spanish Queue    | 3   | 2           | 0    | 5                    |             |            |             |             |            |                         |                     |                         | 60.00%  | 40.00%  | 0.00%  | 100.00% |
| Vietnamese Queue | 1   | 0           | 0    | 1                    |             |            |             |             |            |                         |                     |                         | 100.00% | 0.00%   | 0.00%  | 100.00% |
| Weekly Total:    | 211 | 15          | 4    | 230                  |             |            |             |             |            |                         |                     |                         | 91.74%  | 6.52%   | 1.74%  | 100.00% |

**Call Stats For Current Month (Cumulative)**

| Call Type            | Ans   | VM Selected | Aban | Total Incoming Calls | VM Selected | VM Ret (2) | VM w/ Cont. | VM No Cont. | No VM Left | Total Ans & VM w/ Cont. | % Ans & VM w/ Cont. | No. of Calls Missed (3) | % Ans   | % To VM | % Aban | % Total |
|----------------------|-------|-------------|------|----------------------|-------------|------------|-------------|-------------|------------|-------------------------|---------------------|-------------------------|---------|---------|--------|---------|
| English Queue        | 1,087 | 50          | 25   | 1,162                |             |            |             |             |            |                         |                     |                         | 93.55%  | 4.30%   | 2.15%  | 100.00% |
| Spanish Queue        | 22    | 6           | 3    | 31                   |             |            |             |             |            |                         |                     |                         | 70.97%  | 19.35%  | 9.68%  | 100.00% |
| Vietnamese Queue     | 3     | 0           | 0    | 3                    |             |            |             |             |            |                         |                     |                         | 100.00% | 0.00%   | 0.00%  | 100.00% |
| Current Month Total: | 1,112 | 56          | 28   | 1,196                |             |            |             |             |            |                         |                     |                         | 92.58%  | 4.68%   | 2.34%  | 100.00% |

**Call Stats for the Prior Month of Jan-2016**

| Call Type        | Ans   | VM Selected | Aban | Total Incoming Calls | VM Selected | VM Ret (2) | VM w/ Cont. | VM No Cont. | No VM Left | Total Ans & VM w/ Cont. | % Ans & VM w/ Cont. | No. of Calls Missed (3) | % Ans  | % To VM | % Aban  | % Total |
|------------------|-------|-------------|------|----------------------|-------------|------------|-------------|-------------|------------|-------------------------|---------------------|-------------------------|--------|---------|---------|---------|
| English Queue    | 1,543 | 128         | 108  | 1,779                |             |            |             |             |            |                         |                     |                         | 86.73% | 7.20%   | 6.07%   | 100.00% |
| Spanish Queue    | 42    | 16          | 4    | 62                   |             |            |             |             |            |                         |                     |                         | 67.74% | 25.81%  | 6.45%   | 100.00% |
| Vietnamese Queue | 0     | 0           | 1    | 1                    |             |            |             |             |            |                         |                     |                         | 0.00%  | 0.00%   | 100.00% | 100.00% |
| Month Total:     | 1,585 | 144         | 113  | 1,842                | 144         | 140        | 107         | 33          | 4          | 1,692                   | 91.86%              | 150                     | 86.05% | 7.82%   | 6.13%   | 100.00% |

Note: (1) Data above accounts for calls coming through the CANC phone line between the hours of 8am to 10pm  
 (2) Voicemail Returned are only those calls returned which includes those with contact (VM w/ Cont.) and calls with no contact (VM No Cont.). Currently captured manually and will be calculated at month end.  
 (3) Number of Calls Missed equals Total Incoming Calls minus total calls Answered and Voicemail with contact. Currently captured manually and will be calculated at month end.

Generated on 2/8/16

**CANC Reporting 12 Month Summary**  
Call Stats For the Prior 12 Months of Jan-2016 to Jan-2016

Developed by: SSA- IS

| Year   | Month | Answered | Voicemail Selected | Abandoned | Total Incoming Calls | Answered | Voicemail Returned (2) | Total Ans/ Ret | % Ans/ Ret | Number of Calls Missed (3) | % Answered | % To VM | % Aban | % Total |
|--------|-------|----------|--------------------|-----------|----------------------|----------|------------------------|----------------|------------|----------------------------|------------|---------|--------|---------|
| 2016   | Jan   | 1,585    | 144                | 113       | 1,842                | 1,585    |                        |                |            |                            | 86.05%     | 7.82%   | 6.13%  | 100.00% |
| Total: |       | 1,585    | 144                | 113       | 1,842                | 1,585    |                        |                |            |                            | 86.05%     | 7.82%   | 6.13%  | 100.00% |

Source: February 22, 2016, SSA IS Report, "CANC Reporting"

The percent of calls answered is located in Column M. It is calculated using the following equation:

- **Column A ÷ Column D = Column M (% of Calls Answered).** The example for January 2016 is  $1585 \div 1842 = 86.05\%$  of calls answered.

The percent of calls answered and voicemails with contact is located in Column K. It is calculated using the following equation:

- **[Column A + Column G] ÷ Column D = Column K (% of Calls Answered and Voicemails Returned).** The example for January 2016 is  $[1585 + 107] \div 1842 = 91.86\%$  calls answered and/or returned.

The percent of calls abandoned is located in Column O. It is calculated using the following equation:

- **Column C ÷ Column D = Column O (% Abandoned Hotline Calls).** The example for January 2016 is  $113 \div 1842 = 6.13\%$  abandoned calls.

The number of calls missed is located in Column L. It is calculated using the following equation:

- **Column D - Column A - Column G = Column L (Total Calls Missed).** The example for January 2016 is  $1842 - 1585 - 107 = 150$  calls missed.

### *Weekly Dashboard Analysis*

The CAN Center Weekly dashboard is helpful because it provides weekly data in addition to monthly data. This will help the SSA to identify which weeks were outliers that may impact the increase or decrease in the month's performance. It can further help the SSA to identify potential causes for the variations in performance that can either be replicated or avoided in the future.

The following two sections discuss the other CAN Center reports. They will each conclude with a comparative analysis with the dashboard. This illustrates how features from the other reports informed the evolution of the dashboard to create a comprehensive report for measuring performance toward 100% of answered calls.

#### ***a. DFCS CAN Center Monthly Statistical Summary***

Prior to the weekly CAN Center Dashboard report, the DFCS distributed a monthly statistical summary. This report differs from the weekly dashboard in that it focuses only on monthly aggregate data, it shows the last 13 months of performance, and it includes data on child welfare referrals. It is important to note that future monthly statistical reports will reflect calculations consistent with the weekly dashboard.

## *Background*

The “DFCS CAN Center & Referrals Monthly Statistical Summary” is included in a report that was submitted for the County Receiving, Assessment, and Intake Center (RAIC). Currently, this report is distributed every month along with the “Santa Clara County Receiving Center Monthly Statistical Summary.”

A feature that is unique to this data is that it was enhanced to include the manual records kept for calls for JR and the After Hours Program. This is important as it counts all calls successfully made to the CAN Center.

Inconsistencies in the data are explained as a footnote for the table. Call Error is one reason that can lead to inconsistent data, as it reflects system or connection drops, i.e. caller moves out of tower range. Other reasons include the phone system upgrades and testing on the Cisco line.

## *Terminology Defined*

Important terms in this report include:

- Hotline Incoming Calls Answered – Same definition as “Answered” in the weekly dashboard: All CUIC calls directly answered by a screening social worker.
- Hotline Voicemail Returned – All CUIC calls with the voicemail option selected and a voicemail message was left. This documents the number of messages with at least three attempts made to return the messages.
- This differs from the weekly dashboard definition of “Voicemail Selected” because it only includes “Voicemails with Contact” and “Voicemails with No Contact.” It does not include “No Voicemail Left.”
- Total Hotline Calls Responded – All CUIC calls answered or voicemail messages returned by a screening social worker including: All Hotline Incoming Calls Answered and Hotline Voicemail Returned
- Joint Response Calls from Law Enforcement – Manually tracked calls from law enforcement requesting a joint response with child welfare outside of CUIC.
- After Hours Program – Manually tracked calls that are received between 10pm and 8am outside of CUIC.
- Total Calls Responded – All calls including: Hotline Incoming Calls Answered, Hotline Voicemail Returned, Joint Response Calls from Law Enforcement, and After Hours Program.



- Total Hotline Incoming Calls – All CUIC calls. This number differs from the weekly dashboard as it includes call errors due to connection issues and short line calls that hang up within five seconds.
- Abandoned Hotline Calls – Same definition as “Abandoned” in the weekly dashboard: All CUIC calls when a caller hangs up the phone before the call can be answered by a screening social worker and no voicemail option is selected.

### Calculation Methodology

Using the most recent monthly statistical summary as an example, this section will explain how some of the calculations are made. The example below was distributed in the January 2016 report. Red letters were inserted to the left of each row for easier reference.

**Figure 2:**  
**Monthly Statistical Summary Example**

#### CAN Center Telephone Calls

|  | Jan<br>2016 | Dec<br>2015 | Nov***<br>2015 | Oct<br>2015 | Sept**<br>2015 | Aug<br>2015 | July<br>2015 | June<br>2015 | May<br>2015 | April<br>2015 | March<br>2015 | Feb*<br>2015 | Jan*<br>2015 |
|--|-------------|-------------|----------------|-------------|----------------|-------------|--------------|--------------|-------------|---------------|---------------|--------------|--------------|
| A. Hotline Incoming Calls Answered           | 1585        | 1267        | 1485           | 1936        | 2004           | 1539        | 1315         | 1581         | 1887        | 1902          | 2094          | 1667         | 1362         |
| B. Hotline Voicemail Returned                | 140         | 174         | 211            | 221         | 181            | 54          | 20           | 30           | 64          | 84            | 94            | 59           | 115          |
| C. Total Hotline Calls Responded             | 1725        | 1441        | 1696           | 2157        | 2185           | 1593        | 1335         | 1611         | 1951        | 1986          | 2188          | 1726         | 1477         |
| D. % Hotline Calls Responded                 | 94%         | 90%         | 80%            | 88%         | 90%            | 94%         | 95%          | 96%          | 94%         | 93%           | 94%           | 79%          | 95%          |
| E. Joint Response Calls From Law Enforcement | 28          | 16          | 31             | 33          | 31             | 21          | 17           | 32           | 48          | 35            | 44            | 39           | 32           |
| F. After Hours Program                       | 206         | 204         | 262            | 298         | 258            | 278         | 172          | 119          | 147         | 72            | 100           | 72           | 114          |
| G. Total Calls Responded                     | 1959        | 1661        | 1989           | 2488        | 2474           | 1892        | 1524         | 1643         | 1999        | 2021          | 2232          | 1765         | 1509         |
| H. Total Hotline Incoming Calls              | 1843        | 1597        | 2109           | 2460        | 2417           | 1698        | 1400         | 1682         | 2084        | 2131          | 2321          | 2196         | 1556         |
| I. Abandoned Hotline Calls                   | 113         | 132         | 211            | 308         | 225            | 94          | 52           | 63           | 101         | 125           | 112           | 291          | 85           |
| J. % Abandoned Hotline Calls                 | 6%          | 8%          | 10%            | 13%         | 9%             | 6%          | 4%           | 4%           | 5%          | 6%            | 5%            | 13%          | 5%           |

"Hotline" = 299-2071

Total Calls Responded - includes Calls from Law Enforcement on the Joint Response phones and After Hours

\* January and February 2015 months experienced a phone system upgrade that interrupted calls entering the CAN Center

\*\*September 2015, testing on the Cisco Line caused a greater number of abandoned calls than usual

\*\*\*November 2015, call error count 100

After Hours Program (10pm-8:00am) - Count may be greater, as After Hours is a voluntary program not on the Cisco Phone System all calls may not be counted.

Source: January 2016, DFCS Report, "DFCS CAN Center & Referrals Monthly Statistical Summary"

The percent of calls answered must be manually calculated. It is calculated using the following equation:

- **Row A ÷ Row H = % of Hotline Calls Answered.** The example for January 2016 is  $1585 \div 1843 = 86\%$  of hotline calls answered.

The percent of hotline calls responded is located in Row D. It is calculated using the following equation:

- **[Row A + Row B] ÷ Row H = Row D (% of Hotline Calls Responded).** The example for January 2016 is  $[1585 + 140] \div 1843 = 94\%$  hotline calls responded.

The percent of calls abandoned is located in Row J. It is calculated using the following equation:

- **Row I ÷ Row H = Row J (% Abandoned Hotline Calls).** The example for January 2016 is  $113 \div 1843 = 6\%$  abandoned calls.

The number of all calls responded to is located in Row G. It is calculated using the following equation:

- **Row C + Row E + Row F = Row G (Total Calls Responded).** The example for January 2016 is  $1725 + 28 + 206 = 1959$  calls responded.

### *Monthly Statistical Summary Analysis*

Both the dashboard and the monthly statistical summary provide data for previous months. Both reports include data on the number of calls answered and calls abandoned. Percent of calls answered is not included in the monthly statistical summary, but it is reported in the dashboard.

Currently, the monthly statistical summary focuses on calls responded to. This includes calls directly answered, voicemail messages returned (both attempted and successful), as well as JR calls and after hours calls received by the CAN Center outside of CUIC. While the dashboard already includes data on calls answered and voicemail messages returned, SSA IS and DFCS are working to enhance it to include JR and after hours information in the near future.

Additionally, the total incoming calls in the monthly statistical summary include call errors that occur due to system errors, and short line calls that are dropped within five seconds. The CAN Center Task Force decided not to include these calls in the weekly dashboard as they are not considered calls that are abandoned or missed. It is important to note that the CAN Center data in the monthly statistical summary will be modified to include the dashboard's calculation methodologies for consistency.

### *Management Audit 12-Month Report*

The Management Audit Division also submits a 12-month performance report to the Board of Supervisors that highlights the missed calls at the CAN Center. Prior to the weekly dashboard, the CAN Center provided the data to the Management Audit team to conduct this analysis. The Management Audit provided input on the calculation methodologies for the weekly dashboard. The weekly dashboards are distributed to the Management Audit team so that data for future analyses will be consistent.

### *Background*

The Management Audit team has provided at least two reports to the Board of Supervisors and FGOC on November 23, 2015 and January 14, 2016. These reports analyze the previous 12 months of data.

A feature that is unique to this report is that it provides an annual total, monthly average, and daily average for each column on the bottom of the table. This can be used to track the percent of calls returned or missed over a 12-month period. Additionally, it includes a graphical representation of missed calls by month.

### *Terminology Defined*

Important terms in this report include:

- **Answered/Calls Answered** – Same definition as “Answered” in the weekly dashboard: All CUIIC calls directly answered by a screening social worker.
- **Voicemail** – All CUIIC calls with the voicemail option selected and a voicemail message was left. This documents the number of messages with at least three attempts made to return the messages.
  - This differs from the weekly dashboard definition of “Voicemail Selected” because it only includes “Voicemails with Contact” and “Voicemails with No Contact.” It does not include “No Voicemail Left.”
  - **Voicemail Returned** – Same definition as “Voicemail with Contact” in the weekly dashboard: A voicemail message was left and a screening social worker successfully returned the call with direct contact.
- **Abandoned** – Same definition as “Abandoned” in the weekly dashboard: All CUIIC calls when a caller hangs up the phone before the call can be answered by a screening social worker and no voicemail option is selected.
- **Total Incoming Calls** – Same definition as “Total Incoming Calls” in the weekly dashboard: All CUIIC calls including: Answered, Voicemail, and Abandoned.
- **Total Answered/Returned** – Same definition as “Total Answered and Voicemail with Contact” in the weekly dashboard: All CUIIC calls that were answered or responded to by a screening social worker including: Answered and Voicemails Returned.
- **Number of Calls Missed** – Same definition as “Number of Calls Missed” in the weekly dashboard: All unanswered CUIIC calls that were not directly answered and voicemail messages that were not successfully returned despite three follow-up attempts including Abandoned.

### *Calculation Methodology*

Using the most recent periodic Management Audit Report as an example, this section will explain how some of the calculations are made. The example below provided to FGOC on January 14, 2016 for the 2015 calendar year. Red letters were inserted above each column for easier reference.



**Figure 3:  
Management Audit Report Example**

**Analysis of the 12-Month Period January 2015 to December 2015**

| YEAR          | MONTH | A.             | B.         | C.        | D.                   | E.                      | F.            | G.            | H.        | I.                     | J.         | K.      | L.          | M.      |
|---------------|-------|----------------|------------|-----------|----------------------|-------------------------|---------------|---------------|-----------|------------------------|------------|---------|-------------|---------|
|               |       | Incoming Calls |            |           |                      | Calls Answered/Returned |               |               |           | Number of Calls Missed | Percent    |         |             |         |
|               |       | Answered       | Voice Mail | Abandoned | Total Incoming Calls | Calls Answered          | Voicemail Ret | Total Ans/Ret | % Percent |                        | % Answered | % To VM | % Abandoned | % Total |
| 2015          | Jan   | 1,362          | 115        | 85        | 1,562                | 1,362                   | 76            | 1,438         | 92.1%     | 124                    | 87.2%      | 7.4%    | 5.4%        | 100.0%  |
| 2015          | Feb   | 1,667          | 59         | 291       | 2,017                | 1,667                   | 37            | 1,704         | 84.5%     | 313                    | 82.6%      | 2.9%    | 14.4%       | 100.0%  |
| 2015          | Mar   | 2,094          | 94         | 112       | 2,300                | 2,094                   | 64            | 2,158         | 93.8%     | 142                    | 91.0%      | 4.1%    | 4.9%        | 100.0%  |
| 2015          | Apr   | 1,902          | 84         | 125       | 2,111                | 1,902                   | 50            | 1,952         | 92.5%     | 159                    | 90.1%      | 4.0%    | 5.9%        | 100.0%  |
| 2015          | May   | 1,887          | 64         | 101       | 2,052                | 1,887                   | 35            | 1,922         | 93.7%     | 130                    | 92.0%      | 3.1%    | 4.9%        | 100.0%  |
| 2015          | Jun   | 1,581          | 30         | 63        | 1,674                | 1,581                   | 20            | 1,601         | 95.6%     | 73                     | 94.4%      | 1.8%    | 3.8%        | 100.0%  |
| 2015          | Jul   | 1,315          | 21         | 52        | 1,388                | 1,315                   | 16            | 1,331         | 95.9%     | 57                     | 94.7%      | 1.5%    | 3.7%        | 100.0%  |
| 2015          | Aug   | 1,539          | 54         | 94        | 1,687                | 1,539                   | 40            | 1,579         | 93.6%     | 108                    | 91.2%      | 3.2%    | 5.6%        | 100.0%  |
| 2015          | Sep   | 2,004          | 181        | 225       | 2,410                | 2,004                   | 128           | 2,132         | 88.5%     | 278                    | 83.2%      | 7.5%    | 9.3%        | 100.0%  |
| 2015          | Oct   | 1,936          | 221        | 308       | 2,465                | 1,936                   | 164           | 2,100         | 85.2%     | 365                    | 78.5%      | 9.0%    | 12.5%       | 100.0%  |
| 2015          | Nov   | 1,485          | 211        | 211       | 1,907                | 1,485                   | 149           | 1,634         | 85.7%     | 273                    | 77.9%      | 11.1%   | 11.1%       | 100.0%  |
| 2015          | Dec   | 1,267          | 174        | 132       | 1,573                | 1,267                   | 141           | 1,408         | 89.5%     | 165                    | 80.5%      | 11.1%   | 8.4%        | 100.0%  |
| Total         |       | 20,039         | 1,308      | 1,799     | 23,146               | 20,039                  | 920           | 20,959        | 90.6%     | 2,187                  | 86.6%      | 5.7%    | 7.8%        | 100.0%  |
| Monthly Avg   |       | 1,670          | 109        | 150       | 1,929                | 1,670                   | 77            | 1,747         | 90.6%     | 182                    | 86.6%      | 5.7%    | 7.8%        | 100.0%  |
| Daily Average |       | 54.9           | 3.6        | 4.9       | 63.4                 | 54.9                    | 2.5           | 57.4          | 90.6%     | 6.0                    | 86.6%      | 5.7%    | 7.8%        | 100.0%  |

Note: (1) Incoming voice mail represents total voice mail messages received  
 (2) Voicemail returned are only those calls returned with contact.  
 (3) Number of calls missed equals total incoming calls minus total calls answered and returned with contact.

Source: January 14, 2016, Management Audit Report, "Summary of SSA-Child Abuse and Neglect Reporting CY 2015 Missed Calls"

The percent of calls answered is located in Column J. It is calculated using the following equation:

- **Column A ÷ Column D = Column J (% Answered).** The example for December 2015 is  $1267 \div 1573 = 80.5\%$  calls answered.

The percent of calls answered and returned is located in Column H. It is calculated using the following equation:

- **[Column A + Column F] ÷ Column D = Column H (% Returned).** The example for December 2015 is  $[1267 + 141] \div 1573 = 89.5\%$  calls answered or returned.

The percent of calls abandoned is located in Column L. It is calculated using the following equation:

- **Column C ÷ Column D = Column L (% Abandoned).** The example for December 2015 is  $132 \div 1573 = 8.4\%$  abandoned calls.

The number of calls missed is located in Column I. It is calculated using the following equation:

- **Column D - Column A - Column F = Column I (Number of Missed Calls).** The example for December 2015 is  $1573 - 1267 - 141 = 165$  missed calls.

#### *Management Audit Report Analysis*

Both the dashboard and the Management Audit Report provide data for previous months. Both reports include data on the number of calls answered and calls abandoned, as well as the number of missed calls and the percent of calls answered and voicemails returned.

Currently, the Management Audit Report appears to focus on calls missed as it is highlighted in the report. Calls missed include calls abandoned, voicemail messages unsuccessfully returned, and calls with the voicemail option selected but no voicemail messages were left.

As mentioned above, the Management Audit team has been informed of the current calculation methodologies for the weekly dashboard. The weekly dashboards are anticipated to be distributed to the Management Audit team so that data for future analyses will be consistent.